

Factors Affecting Work Performance Efficiency of Logistics and Transportation Employees in Health and Beauty Supplement Manufacturing Enterprises in Samut Sakhon Province

Ntapat Worapongpat^{*}

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Abstract

This study employed a quantitative survey research design to investigate factors influencing the work performance efficiency of logistics employees in integrated health and beauty supplement manufacturing enterprises in Samut Sakhon Province, Thailand. The objectives were: (1) to examine the level of employees' work performance efficiency, (2) to analyze the influence of intrinsic motivation on work performance, and (3) to evaluate the effects of extrinsic motivation and organizational factors on work performance efficiency. The sample consisted of 400 logistics employees selected using purposive sampling. Data were collected through an online questionnaire with high reliability (Cronbach's Alpha = 0.956). Descriptive statistics including frequency, percentage, mean, and standard deviation were used to describe the data, while inferential analysis was conducted using Multiple Regression Analysis (MRA) at the 0.05 significance level. The results indicated that the overall level of work performance efficiency among logistics employees was high. Intrinsic motivation, particularly achievement, showed a statistically significant positive effect on work performance efficiency. In terms of extrinsic motivation, compensation and benefits were found to significantly influence employee performance. In addition, organizational practices aligned with Environmental, Social, and Governance (ESG) principles also demonstrated a positive impact on performance efficiency. These findings highlight the importance of both intrinsic and extrinsic motivational factors in enhancing logistics employees' performance. The study provides practical implications for organizational leaders and local administrative policymakers in developing effective human resource management strategies and promoting sustainable organizational practices.

Keywords: Logistics Employees, Work Performance Efficiency, Intrinsic Motivation, Compensation and Benefits, ESG

^{*} Faculty of Humanities and Social Sciences, Rajabhat Maha Sarakham University. (RMU)
e-mail: dr.thiwat@gmail.com Tel 095 5426414 ORCID ID: <https://orcid.org/0009-0008-3071-5249>

ปัจจัยที่ส่งผลต่อประสิทธิภาพการปฏิบัติงานของพนักงานด้านโลจิสติกส์และ การขนส่งในสถานประกอบการผลิตผลิตภัณฑ์เสริมอาหารเพื่อสุขภาพและความงาม จังหวัดสมุทรสาคร

ณฐาพัชร วรพงศ์พัชร^{*}

รับวันที่ 6 ตุลาคม 2569
แก้ไขวันที่ 13 มีนาคม 2569
ตอบรับตีพิมพ์วันที่ 6 มิถุนายน 2569

บทคัดย่อ

การวิจัยครั้งนี้ใช้ระเบียบวิธีวิจัยเชิงปริมาณ โดยใช้การสำรวจเป็นเครื่องมือหลัก เพื่อศึกษาปัจจัยที่มีอิทธิพลต่อประสิทธิภาพการปฏิบัติงานของพนักงานด้านโลจิสติกส์ในธุรกิจการผลิตอาหารเสริมเพื่อสุขภาพและความงามแบบครบวงจร ในจังหวัดสมุทรสาคร ประเทศไทย โดยมีวัตถุประสงค์เพื่อ (1) ศึกษาระดับประสิทธิภาพการปฏิบัติงานของพนักงาน (2) วิเคราะห์อิทธิพลของแรงจูงใจภายในที่มีต่อประสิทธิภาพการทำงาน และ (3) ประเมินผลกระทบของแรงจูงใจภายนอกและปัจจัยด้านองค์กรที่มีต่อประสิทธิภาพการปฏิบัติงานของพนักงาน กลุ่มตัวอย่างประกอบด้วยพนักงานด้านโลจิสติกส์จำนวน 400 คน ซึ่งคัดเลือกด้วยวิธีการสุ่มตัวอย่างแบบเจาะจง (Purposive Sampling) การเก็บรวบรวมข้อมูลดำเนินการผ่านแบบสอบถามออนไลน์ที่มีค่าความเชื่อมั่นสูง (Cronbach's Alpha = 0.956) การวิเคราะห์ข้อมูลใช้สถิติเชิงพรรณนา ได้แก่ ความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน เพื่ออธิบายลักษณะของข้อมูล และใช้สถิติเชิงอนุมานโดยการวิเคราะห์ถดถอยพหุคูณ (Multiple Regression Analysis: MRA) ที่ระดับนัยสำคัญทางสถิติ 0.05 ผลการวิจัยพบว่า ระดับประสิทธิภาพการปฏิบัติงานโดยรวมของพนักงานด้านโลจิสติกส์อยู่ในระดับสูง ปัจจัยด้านแรงจูงใจภายใน โดยเฉพาะความสำเร็จในการทำงาน (Achievement) มีอิทธิพลเชิงบวกอย่างมีนัยสำคัญทางสถิติต่อประสิทธิภาพการปฏิบัติงาน ในขณะเดียวกัน ปัจจัยด้านแรงจูงใจภายนอก ได้แก่ ค่าตอบแทนและสวัสดิการ พบว่ามีอิทธิพลอย่างมีนัยสำคัญต่อประสิทธิภาพการทำงาน of พนักงาน นอกจากนี้ แนวปฏิบัติขององค์กรที่สอดคล้องกับหลักการด้านสิ่งแวดล้อม สังคม และธรรมาภิบาล (Environmental, Social, and Governance: ESG) ยังแสดงให้เห็นถึงผลเชิงบวกต่อประสิทธิภาพการปฏิบัติงานของพนักงานอีกด้วย ผลการศึกษานี้สะท้อนให้เห็นถึงความสำคัญของทั้งแรงจูงใจภายในและแรงจูงใจภายนอกในการส่งเสริมประสิทธิภาพการทำงาน of พนักงานด้านโลจิสติกส์ ทั้งยังให้ข้อเสนอเชิงนโยบายสำหรับผู้บริหารองค์กรและผู้นำกำหนดนโยบายขององค์กรปกครองส่วนท้องถิ่น ในการพัฒนากลยุทธ์การบริหารทรัพยากรมนุษย์ที่มีประสิทธิภาพ รวมถึงการส่งเสริมแนวทางการดำเนินงานที่ยั่งยืนในองค์กร

คำสำคัญ: พนักงานโลจิสติกส์, ประสิทธิภาพการปฏิบัติงาน, แรงจูงใจภายใน, ค่าตอบแทนและสวัสดิการ, ESG

^{*} หลักสูตรการบริหารและพัฒนาสังคม คณะมนุษยศาสตร์และสังคมศาสตร์ มหาวิทยาลัยราชภัฏมหาสารคาม
e-mail: dr.thiwat@gmail.com Tel 095-542-6414 ORCID ID: <https://orcid.org/0009-0008-3071-5249>

1. Introduction

Over the past decade, the health and beauty supplement industry has experienced rapid growth, particularly in Thailand, where the market value exceeded 75 billion baht in 2023 and is projected to grow annually by 5–7 percent (Demirel, D. (2022)). This growth reflects a significant shift in consumer behavior, with increasing attention to health, well-being, and quality of life. As the industry expands, efficient logistics and effective workforce management have become critical factors supporting organizational competitiveness.

Previous studies have emphasized that logistics performance and labor quality play essential roles in supporting business competitiveness (Worapongpat, 2025a). However, most existing research has concentrated on production efficiency and marketing performance, while relatively limited attention has been given to the work performance efficiency of employees in logistics and transportation operations within the health and beauty supplement manufacturing sector (Islami, et al., 2024). Since logistics employees are responsible for transportation, inventory movement, and distribution processes, their performance directly affects operational efficiency and customer satisfaction. Therefore, further empirical investigation is required to understand the factors influencing their work performance.

Samut Sakhon Province is one of Thailand's important industrial and economic zones, playing a key role in manufacturing and product distribution, particularly in food, health, and beauty-related industries. These sectors contribute significantly to the local economy and employment. Nevertheless, several challenges remain, including transportation congestion, shortages of skilled labor, and demanding working conditions, which may reduce the efficiency of logistics employees (Worapongpat, 2024a). In addition, the researcher's professional experience in collaborating with local administrative organizations in Samut Sakhon especially in surveying and developing human resource management systems in logistics indicates the importance of understanding motivational factors that influence employee performance (Worapongpat, 2023c).

Accordingly, this study aims to: (1) examine the level of work performance efficiency among employees in the logistics and transportation divisions of health and beauty supplement manufacturing enterprises in Samut Sakhon Province; (2) analyze the impact of intrinsic motivation, particularly achievement-related motivation, on work performance efficiency; and (3) evaluate the influence of extrinsic motivation and working environment, including compensation and benefits, on work performance efficiency. This research adopts a quantitative survey research design and employs validated and reliable questionnaires as the primary data collection instrument.

This study contributes to the literature by providing empirical evidence on factors influencing the work performance efficiency of logistics employees in the health and beauty supplement manufacturing industry. The findings are expected to enhance understanding of how motivational factors affect employee performance and to support human resource management practices in logistics operations. In addition, the results may offer practical implications for policymakers and local administrative leaders in developing strategies to strengthen workforce capacity and promote sustainable socio-economic development in Samut Sakhon Province.

Objective

- 1) To examine the level of work performance efficiency among employees in the logistics and transportation divisions of health and beauty supplement manufacturing enterprises in Samut Sakhon Province.
- 2) To analyze the impact of intrinsic motivation on the work performance efficiency of logistics employees.
- 3) To evaluate the influence of extrinsic motivation and the working environment on the work performance efficiency of logistics employees.

2. Literature Review

Concepts and Theories Related to Work Performance Efficiency

Work performance efficiency has been widely examined in organizational and human resource management literature. One of the most influential theories explaining employee motivation is the Frederick Herzberg Two-Factor Theory, which distinguishes between motivator factors and hygiene factors. Motivator factors, such as achievement, recognition, and opportunities for advancement, contribute directly to job satisfaction and improved work performance, while hygiene factors, including compensation, job security, and working conditions, help prevent dissatisfaction (Jeon, Park, 2021).

Another important perspective is the Victor Vroom Expectancy Theory, which explains that employees are motivated when they believe their effort will lead to desirable performance outcomes and valued rewards (Worapongpat, et al., 2023). According to this theory, the relationship between effort, performance, and rewards plays a critical role in determining employee motivation and productivity.

Previous empirical studies have confirmed that motivational factors and effective human resource management practices significantly influence work efficiency. In sectors such as logistics and services, employee performance is particularly important because operational processes depend heavily on human coordination, accuracy, and timeliness. (Kim, et al., 2021). Therefore, understanding both intrinsic and extrinsic motivational factors is essential for improving employee performance in logistics operations.

Research Related to the Health and Beauty Supplement Industry and Logistics Systems

The health and beauty supplement industry in Thailand has expanded continuously over the past decade, driven by increasing consumer awareness of health and well-being. With market values exceeding 75 billion baht and steady annual growth, the industry has become an important economic sector.

Efficient logistics systems play a crucial role in supporting the competitiveness of manufacturing enterprises in this sector. (Oppong, et al., 2021). Logistics operations involve transportation management, inventory control, and distribution processes, all of which directly influence service quality and customer satisfaction. Previous studies indicate that employees working in logistics and transportation divisions play a key role in ensuring the

reliability and efficiency of product distribution. Their job satisfaction and work motivation can significantly influence delivery accuracy, service quality, and customer confidence.

Local Administrative Organizations and the ESG Framework for Sustainable Development

Local administrative organizations play an important role in promoting economic development, infrastructure, and workforce capacity at the regional level. (Worapongpat, 2021a). In Samut Sakhon Province, which is one of Thailand's major manufacturing hubs, collaboration between enterprises and local administrative institutions contributes to improving labor management systems and logistics infrastructure.

In recent years, the concept of Environmental, Social, and Governance (ESG) has been widely applied in organizational management. ESG principles emphasize environmental responsibility, social equity, and transparent governance. (Worapongpat, 2021b). Within organizational contexts, ESG-oriented practices can enhance employee well-being, strengthen organizational culture, and improve employee engagement.

In logistics operations, ESG principles may influence employee performance through improved workplace safety, fair labor practices, and responsible management systems. These factors can contribute to higher employee motivation, greater organizational commitment, and improved work performance efficiency.

Conceptual Framework of the Study

Based on the theoretical perspectives and previous research discussed above, this study proposes a conceptual framework examining the factors influencing the work performance efficiency of logistics employees.

Dependent Variable (DV)

Work Performance Efficiency of Logistics Employees, measured by:

- Quality of Work
- Timeliness and Punctuality
- Accuracy and Safety
- Customer and Organizational Satisfaction

Independent Variables (IVs)

- 1) Intrinsic Motivation
 - Achievement in Job Performance
 - Responsibility and Pride
 - Opportunities for Career Development and Advancement
- 2) Extrinsic Motivation
 - Compensation and Benefits
 - Job Security
 - Working Conditions
- 3) Organizational and Social Factors
 - Support from Local Administrative Organizations
 - Adoption of ESG Principles

- Organizational Culture and Employee Participation

3. Research Methodology

Research Design

This study employed a quantitative survey research design to examine the factors influencing the work performance efficiency of logistics employees in health and beauty supplement manufacturing enterprises in Samut Sakhon Province. The research focused on examining the relationships between motivational factors, organizational factors, and employee performance efficiency.

Data were collected from both secondary sources and primary sources.

Data Sources

- Secondary Data

Secondary data were obtained from academic literature, textbooks, scholarly articles, research reports, and publications from relevant institutions, including the Ministry of Public Health, the Ministry of Commerce, and the National Statistical Office. These sources were used to establish the theoretical background and conceptual framework of the study.

- Primary Data

Primary data were collected through a structured online questionnaire developed by the researcher and distributed to logistics employees in health and beauty supplement manufacturing enterprises in Samut Sakhon Province.

Research Variables

- Independent Variables (IVs)
 - 1) Intrinsic Motivation
 - Achievement in job performance
 - Responsibility and pride in work
 - Opportunities for career development and advancement
 - Recognition from supervisors
 - 2) Extrinsic Motivation
 - Compensation and benefits
 - Organizational policies and administration
 - Training and development opportunities
 - Workplace safety
 - Logistics-supporting technologies

3) Organizational and Social Factors

- Support from local administrative organizations
- Adoption of Environmental, Social, and Governance (ESG) principles
- Organizational culture

- Dependent Variable (DV)

Work Performance Efficiency, measured through:

- Accuracy in work performance
- Timeliness in task completion
- Safety in operations
- Customer satisfaction

Population and Sample

The population of this study consisted of logistics employees working in health and beauty supplement manufacturing enterprises in Samut Sakhon Province.

The sample size was determined using Cochran's formula for an unknown population at a 95% confidence level and a 5% margin of error, which produced a minimum required sample size of 384 respondents. To ensure sufficient data completeness, the researcher increased the sample size to 400 respondents.

Participants were selected using purposive sampling, focusing on employees who were directly involved in logistics and transportation operations.

Research Instrument

The research instrument was a structured online questionnaire consisting of five parts:

1) Demographic Information

Gender, age, education level, monthly income, and work experience (nominal and ordinal scales).

2) Intrinsic Motivation

20 items measured using a 5-point Likert scale.

3) Extrinsic Motivation

20 items measured using a 5-point Likert scale.

4) Work Performance Efficiency

10 items measured using a 5-point Likert scale.

5) Open-ended Questions

For additional comments and suggestions from respondents.

Instrument Validation and Reliability

- Content Validity

The questionnaire was reviewed and evaluated by three experts in the fields of human resource management and logistics to ensure content validity.

- Reliability

A pilot test was conducted with 30 respondents who were not part of the main sample. The reliability analysis produced a Cronbach's Alpha coefficient of 0.956, indicating a high level of internal consistency.

Data Collection

Secondary data were collected through a review of relevant literature and official reports.

Primary data were collected through online questionnaires distributed via Google Forms, which were shared through internal communication channels and social media groups of logistics employees working in Samut Sakhon Province.

Data Analysis

- Descriptive Statistics

Descriptive statistics were used to analyze demographic characteristics and variable levels, including:

- Frequency
- Percentage
- Mean
- Standard deviation

Interpretation of the results followed a five-level Likert scale.

Inferential Statistics

Inferential statistical techniques were applied to test relationships among variables:

- Pearson's Correlation Analysis was used to examine the relationships between independent variables and the dependent variable.

- Multiple Regression Analysis (MRA) using the Enter method was employed to determine the influence of independent variables on work performance efficiency.

Statistical significance was determined at the 0.05 level.

4. Research Results

1) Multiple Regression Results of Organizational Support on Work Performance

Table 1 presents the regression results examining the influence of organizational support factors on work performance efficiency.

Table 1: Multiple Regression Results of Organizational Support on Work Performance

Independent Variables	Beta	t	Sig.
Work Quality	0.285	4.12	0.000**
Timeliness	0.172	2.98	0.003**
Accuracy & Safety	0.148	2.35	0.019*
Customer & Organizational Satisfaction	0.109	1.65	0.099

Notes: **p < 0.01, *p < 0.05

The results indicate that work quality, timeliness, and accuracy & safety have statistically significant positive effects on employee work performance efficiency. Among these factors, work quality shows the strongest influence (Beta = 0.285, p < 0.01).

2) Multiple Regression Analysis for Intrinsic Motivation (H1)

Table 2: Multiple Regression Analysis Results for H1

Variable	Beta	t	Sig.
Achievement	0.131	1.990	0.047*
Responsibility & Pride	-0.046	-0.675	0.500
Career Development	0.107	1.512	0.131
Extrinsic Motivation	-0.060	-0.837	0.403
Compensation & Benefits	-0.037	-0.514	0.608

Model Summary

R = 0.125

R² = 0.016

Adjusted R² = 0.003

F = 1.246 (Sig. = 0.287)

Durbin-Watson = 1.864

Interpretation

The regression model explains 1.6% of the variance in work performance efficiency (R² = 0.016), indicating limited explanatory power.

The Durbin–Watson value (1.864) indicates no autocorrelation problem.

Multicollinearity diagnostics show Tolerance > 0.20 and VIF < 10, suggesting no multicollinearity issues.

Among the independent variables, achievement is the only factor that demonstrates a statistically significant positive effect on work performance efficiency (Beta = 0.131, $p < 0.05$).

This result indicates that employees who perceive higher levels of achievement tend to demonstrate higher levels of work performance efficiency.

3) Correlation Analysis of Extrinsic Motivation Variables

Table 3: Pearson’s Correlation of Extrinsic Motivation Variables and Work Performance

Variable	r	Sig.
Job Security	0.029	>0.05
Recognition	0.053	>0.05
Working Conditions	0.065	>0.05
Organizational & Social Factors	0.016	>0.05
Compensation & Benefits	0.144	<0.01

The correlation analysis indicates that compensation and benefits have a statistically significant positive relationship with work performance ($r = 0.144$, $p < 0.01$), although the strength of the relationship is relatively weak.

Other variables—including job security, recognition, working conditions, and organizational/social factors—do not demonstrate statistically significant relationships with work performance.

All correlation coefficients are below 0.80, indicating that multicollinearity is not a concern.

4) Multiple Regression Analysis for Extrinsic Motivation (H2)

Table 4: Multiple Regression Analysis Results for H2

Variable	Beta	t	Sig.
Job Security	-0.070	-0.881	0.379
Working Conditions	-0.003	-0.046	0.963
Organizational & Social Factors	0.056	0.793	0.429
Local Government Support	-0.082	-1.129	0.260
ESG Compliance	0.202	2.984	0.003**

Model Summary

R = 0.171

R² = 0.029

Adjusted R² = 0.017

F = 2.374 (Sig. = 0.039)

Durbin–Watson = 1.885

Interpretation

The regression model explains 2.9% of the variance in work performance efficiency.

The overall model is statistically significant at the 0.05 level, although its explanatory power is relatively limited.

Among the independent variables, ESG compliance demonstrates a statistically significant positive effect on work performance efficiency (Beta = 0.202, $p < 0.01$).

This suggests that organizational practices aligned with ESG principles may contribute to improved employee performance efficiency.

5) Summary of Hypothesis Testing

Table 5: Summary of Hypothesis Testing Results

Hypothesis	Result
Achievement	Accepted
Responsibility & Pride	Rejected
Career Development	Rejected
Job Security	Rejected
Working Conditions	Rejected
Organizational & Social Factors	Rejected
Local Government Support	Rejected
ESG Compliance	Accepted
Compensation & Benefits	Accepted

Key Findings

The results indicate that two major factors significantly influence the work performance efficiency of logistics employees:

1) Achievement (Intrinsic Motivation)

Employees who experience a sense of accomplishment tend to perform their tasks more effectively.

2) Compensation and Benefits (Extrinsic Motivation)

Financial incentives and welfare benefits contribute positively to employee motivation and performance.

Additionally, ESG compliance also demonstrates a positive influence on work performance, suggesting that sustainable organizational practices may enhance employee engagement and efficiency.

5. Discussion

The findings of this study provide important insights into the factors influencing the work performance efficiency of logistics employees in health and beauty supplement manufacturing enterprises in Samut Sakhon Province.

Regarding the first research objective, the results indicate that logistics employees demonstrated a high level of work performance efficiency in terms of both work quality and task completion. This outcome may be attributed to effective logistics management systems, including well-organized delivery routes, clear operational procedures, and defined performance standards. These factors enable employees to complete their tasks more efficiently and within scheduled timelines. This finding is consistent with the study of Gary Bond (2024), who emphasized that clearly defined tasks and effective resource utilization contribute significantly to improved work efficiency. Similar results were also reported by (Worapongpat, 2025b), who found that employees tend to perform more effectively when workloads and operational processes are well managed.

For the second research objective, the results reveal that intrinsic motivation particularly achievement has a statistically significant positive effect on the work performance efficiency of logistics employees. Employees who experience a sense of accomplishment in completing delivery tasks are more likely to demonstrate higher levels of commitment and responsibility in their work. This finding supports the motivational perspective of Frederick Herzberg, which suggests that achievement is a key motivator that enhances employee satisfaction and performance. Empirical studies similarly indicate that recognition and achievement significantly contribute to improved employee performance and organizational productivity.

With respect to the third research objective, extrinsic motivation particularly compensation and benefits was found to significantly influence work performance efficiency. Fair compensation systems and appropriate welfare benefits can increase employees' sense of financial security and organizational commitment. When employees perceive compensation policies as equitable and supportive, they are more likely to demonstrate higher motivation and work engagement. This finding is consistent with research by (Bond, 2024), who identified compensation and benefits as important determinants of employee motivation and performance in service and logistics sectors.

Overall, the findings highlight the importance of both intrinsic and extrinsic motivational factors in enhancing the work performance efficiency of logistics employees. In particular, achievement-related motivation and fair compensation systems play critical roles in encouraging employees to perform their duties effectively. These results suggest that organizations operating in the health and beauty supplement industry should prioritize human resource management strategies that support employee achievement, recognition, and equitable compensation in order to improve operational performance and organizational sustainability.

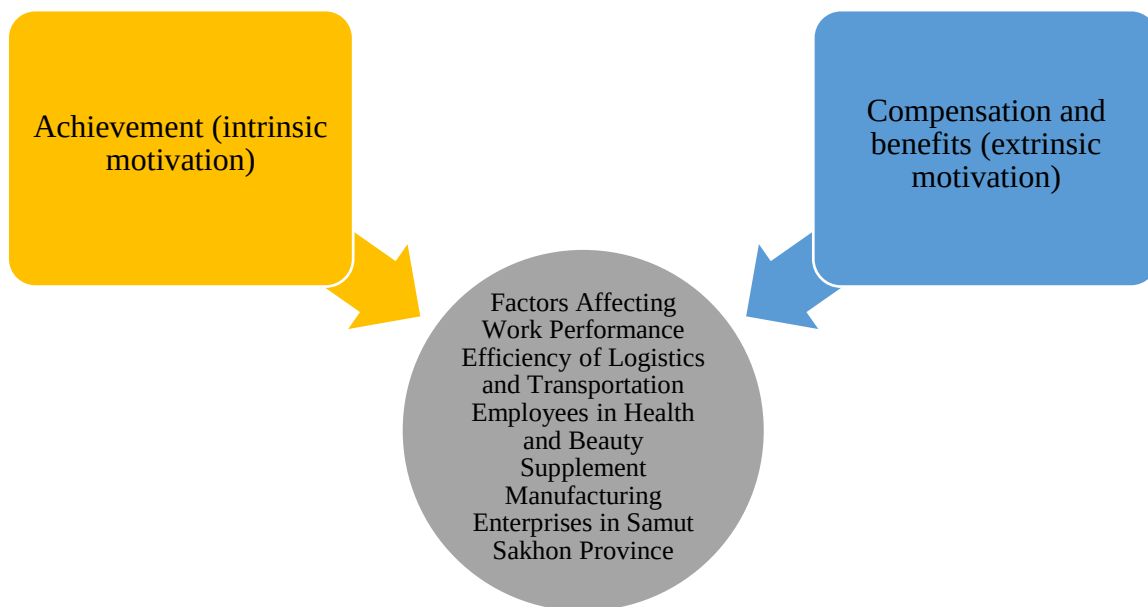
New Knowledge Contribution

This study provides new insights into the factors influencing the work performance efficiency of logistics employees in health and beauty supplement manufacturing enterprises in Samut Sakhon Province. The findings indicate that two key motivational factors significantly

influence employee performance: achievement, representing intrinsic motivation, and compensation and benefits, representing extrinsic motivation.

The results demonstrate that employees who experience a sense of accomplishment in their work tend to perform their tasks more efficiently, while fair and adequate compensation systems contribute to higher levels of motivation and organizational commitment. These findings highlight the importance of integrating both psychological and economic incentives in human resource management strategies.

Figure 1: illustrates the conceptual relationship between intrinsic motivation, extrinsic motivation, and work performance efficiency. The model suggests that achievement and compensation-related factors play significant roles in enhancing logistics employees' performance within the health and beauty supplement manufacturing sector.



6. Conclusion

This study investigated the factors influencing the work performance efficiency of logistics employees in health and beauty supplement manufacturing enterprises in Samut Sakhon Province. The findings reveal that both intrinsic and extrinsic motivational factors play significant roles in determining employee performance.

In particular, achievement, as a component of intrinsic motivation, positively influences employees' commitment and dedication to their work. Employees who experience a sense of accomplishment are more likely to perform their tasks efficiently and maintain higher productivity levels. At the same time, compensation and benefits, as components of extrinsic motivation, significantly enhance employee motivation by providing financial security and organizational support.

These findings suggest that organizations should develop human resource management policies that balance both psychological and structural incentives. Providing opportunities for employees to achieve professional goals while ensuring fair compensation and welfare benefits can significantly improve work performance efficiency.

Overall, this study contributes to the academic literature by highlighting the importance of motivational factors in improving logistics employee performance within the health and beauty supplement manufacturing industry. The results also provide practical implications for managers and policymakers seeking to strengthen workforce capacity and promote sustainable logistics operations at the local level.

Suggestions

1) Recommendations for Practical Application

- Work Performance Management

The findings indicate that logistics employees demonstrate a relatively high level of work performance efficiency, particularly in terms of both work quantity and quality. This outcome may be attributed to clearly defined tasks, structured operational procedures, and effective management of delivery schedules. Therefore, organizations should continue to implement systematic work planning and task allocation based on employees' capabilities and available workforce resources. In addition, establishing a continuous performance monitoring and evaluation system can help improve operational efficiency and ensure that work outcomes align with organizational goals.

- Enhancing Intrinsic Motivation

The results show that intrinsic motivation especially achievement significantly influences employees' work performance efficiency. To strengthen this motivational factor, organizations should develop recognition and reward systems that emphasize employees' accomplishments and contributions. Creating an organizational culture that values employee achievements and encourages professional growth can further enhance employees' sense of pride and commitment to their work.

- Improving Extrinsic Motivation and Compensation

Extrinsic motivation, particularly compensation and benefits, was also found to significantly influence employee performance. Organizations should therefore ensure that compensation systems are fair, transparent, and aligned with employees' responsibilities and performance levels. In addition, comprehensive employee welfare programs such as health protection, workplace safety, and well-being initiatives should be strengthened to support employees and maintain long-term work motivation.

2) Recommendations for Future Research

This study identified achievement (intrinsic motivation) and compensation and benefits (extrinsic motivation) as key factors influencing the work performance efficiency of

logistics employees. Future research may extend these findings by examining similar motivational factors in other industries or organizational contexts.

Additionally, future studies could explore other potential determinants of employee performance, such as leadership style, organizational communication, technological adoption in logistics operations, or employee engagement. Employing alternative research methods, such as qualitative or mixed-method approaches, may also provide deeper insights into the mechanisms that influence employee motivation and work performance.

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